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Subject: MT

Crime Reduction: Provide leadership and financial support to the Crime Commission and the Operation: Safe Community (OSC) plan which it spearheads. Continue to give special attention to accomplishing MPD Recruit/Retain initiative goals and Ray Kelly priorities. MT members leading: Ben Adams, Johnny Moore, Dave Slott as well as Blair serve on the Crime Commission board of directors. Ben chairs that board and many other MT companies have a senior level representative serving on the board. 2018 MT Investment: \$125,000 to crime commission operations. \$6.1 million raised from MT members for MPD recruitment/retention initiative grant via the Crime Commission payable 2017-2019. While we promote successful implementation of all 16 strategies in the OSC plan, the priorities for our staff and board time and focus are included in the progress highlights below.

Progress Highlights:

- MPD Recruit/Retain Initiative. Catalyzed by Memphis Tomorrow in 2016, and supported by a \$6.1M grant raised by MT, the City has prioritized revamping recruitment and retention operations for police towards a complement of 2300 sworn officers by 2020 (baseline was 1967 officers as of Jan 1, 2017) and a 200+ complement of Police Service Technicians. Retention/attrition goals have been nearly met, but recruitment is behind goal for 2017/18. Strategies to accelerate hiring, including the addition of new digital marketing, lateral recruiting and regular recruiting classes, have been put in place through the balance of 2018 to get to goal.
- Ray Kelly Top Recommendations.
 - [MPD Zero-based Staffing Analysis. Currently underway via City contract with IACP \(International Association of Chiefs of Police\) and scheduled to be complete this Fall.](#)
 - Staff up the Metro Gang Unit / support its "Group Violence Initiative" (now called "Focused Deterrence") led by the DA. Goal is to increase the gang unit by 23 officers to 59 by end of 2018, for which the first group of 8 is scheduled to be added in July. The Focused Deterrence initiative launched in early 2018 and provides a "carrot and stick" approach to identifying gang members, connecting them to opportunities for jobs, training, etc., while giving them an ultimatum about severe consequences for breaking the law again.
 - Professionalize MPD weekly "TRAC" (Tracking for Responsibility, Accountability and Credibility) meetings of all precinct commanders (model them on NYPD) to ensure fidelity to data-driven police deployment model. New leadership has been assigned (Don Crowe) to address the erosion of productivity and management accountability in these crucial weekly officer deployment strategy meetings; Public Safety Institute is evaluating and currently reports improved accountability and use of data for officer deployment by precinct commanders.
- Safeways: Crime Reduction in Apartment Complexes initiative. There is a 34% average crime reduction in apartment complexes certified through Safeways, with weighted average reduction even higher for higher crime complexes. Goal is to double the number of participating apartment complexes/units by end of year. MT member David Slott and Blair Taylor serve on this board of directors. The organization is a nonprofit but successfully covers all expenses through a fee-for-service arrangement with apartment owners and a contract with MPD. We continue to provide guidance and support to this unique organization/strategy because 1) apartment complexes are crime hotspots/mini-communities that often drive crime rates in a given precinct, 2) this solution has shown a great deal of promise in crime reduction, 3) the apartment owner/manager customers have shown they value and will pay for the service which makes it highly cost-effective as a community solution, and 4) it's generating new insights and solutions to lowering crime in other areas.

- Offender Re-Entry. We've helped guide planning for and secured a \$2 million commitment from Workforce Investment Network (WIN) and through a federal grant competition to implement/demonstrate outcomes focused/pay-for-success contracting approach to reduce recidivism. Additionally, we've helped recruit a new provider with a strong track record of results to Memphis. Why this warrants our support and attention is that 1) repeat offenders drive crime rates, 2) local and state interventions are mostly very weak/poor quality, 3) state incarceration budget is growing and unsustainable, 4) Haslam, Luttrell and Norris have asked for help with solutions, 5) we are able to connect state, local and national resources to solutions.

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